



ARLINGTON FINANCE COMMITTEE
MINUTES OF MEETING
COMMUNITY SAFETY BUILDING
O'NEILL ROOM
7:30 PM 2/21/18

ATTENDEES:

Deyst*	White*	Caccavaro*	Kellar	McKenna*
DeCoursey*	Wallach	Harmer	Gibian*	
Tosti*	Foskett*	Bayer**	Duvadie	
Hansberry*	Beck	Jones*	Deshler*	
Franclemont*	Howard*	Fanning	Levy*	Diggins*

*Indicates present **Indicates present electronically

VISITORS: John Ellis Tree Committee, Town Treasurer Dean Carman

MINUTES of 2/14/18 accepted as corrected. Unanimous.

TREE SURVEY: Using a Dept of Conservation & Recreation grant, the Tree Committee, 2 interns, and 25 volunteers walked every street and inventoried every tree. For each tree location, species, size, condition, and ecosystem benefits were recorded. The tally contains 10,500 public trees. The estimated replacement value is \$35m to \$40m. About 57% are in good condition; 33% are fair. Trees are dying faster than the Town can afford to replace them. Many trees have been planted poorly and don't survive. An interactive map has been developed that shows every tree and that can recover information about any particular tree from the survey database. A report is due in May.

ART 19 MUNICIPAL FINANCE DEPARTMENT: Carman, using a handout (Ref 1) reviewed the history of this idea starting in 2011. He has helped to create an "effective" finance dept through a memo of understanding with both the Treasurer & the Director of Assessments reporting to the Deputy Town Manager. He says this is a much more efficient setup. He gave as an example the annual presentation to obtain a bond rating & sell bonds going from several hours to less than one. A vote at Town Meeting will be the next step in formalizing this temporary arrangement.

VOTED to support the BoS who are expected to approve this next step. Unanimous

ART 18 APPOINTMENT OF THE COMPTROLLER: Carman, argued, using Ref 1, that this position should be appointed, and if necessary removed, by the Town Manager subject to approval of the BoS. The Comptroller would then become a member of the Finance Department. The wording of the appointing and removal process in the recommended vote is detailed. Under questioning, Carman explained why he believes this process would lead to a more efficient comptroller under more effective supervision without affecting the comptroller's independence. Some members do not agree, feeling that the comptroller's responsibility to the BoS would be compromised.

VOTED to support the vote of the BoS who are expected to approve this change. 11-3

ART 8 ADDITION OF MORE DELINQUENT FEES TO RE TAX ACCOUNT: Using Ref 2, Carman explained that there are 3 bylaws for which there is no effective enforcement. The violators ignore the penalty. This change would allow the penalty to be added to the violator's real estate tax bill. He admitted that he would have to apply the lien more

quickly when the violator was preparing to sell the property. FinCom members agreed not to report on this article.

ART 9 FINANCIAL INFORMATION: Carman explained that he is using a MUNIS module to prepare tax bills. This module does not allow the budget pie chart to be included on the bill as required by bylaw. Buying a software change costs \$1000 and makes our module unique. Members did not consider this information critical on tax bills and agreed not to report on this article.

BUD LIBRARY: Library SubCom Franclemont, recommended the budget as printed. She provided information (Ref 3) summarizing library services and providing the change in use of these services since FY15. The material also shows our total circulation is high compared to other nearby town while we get by with fewer professional librarians as a fraction of our population. The budget allows for one additional librarian while remaining within the 3.25% increase limit.

VOTED \$2,413,835 13-1

The SubCom will request an account of the total state grant.

BUD FINCOM GenGov SubCom McKenna corrected the admin assistant salary to \$5000 as negotiated.

VOTED \$10,550. Unanimous

BUD CLERK GenGov SubCom McKenna recommended the budget as printed. There is nothing in the budget for early voting since the State policy is not certain. If required, this will be covered by transfer from Reserve Fund.

VOTED \$266,719 Unanimous

BUD REGISTRARS GenGov SubCom McKenna corrected an error. The Tech Support is required for each of the 3 elections.

VOTED \$69,165 Unanimous

VETERANS HumSer SubCom Franclemont Recommended the budget as printed. She noted that this department has become more skilled in tapping other sources of veteran support. She also reminded the committee that much (75% to 100%) of the veterans' aid & assistance expense is reimbursed by the state. Despite the reduced budget, she said there would be no loss of services to individuals.

VOTED \$410,332 Unanimous

RESERVE FUND Balance: \$1,436,230.17

Peter Howard 2/22/18 Revised 2/26/18

Ref 1 Consolidated Financed Dept, Comptroller Appointment

Ref 2 MUNICIPAL CHARGES LIENS

Ref 3 Library Information

Consolidated Finance Department

Comptroller Appointment

Finance Committee

February 21, 2018

Board of Selectmen

March 5, 2018

ARTICLE 19 HOME RULE/ MUNICIPAL FINANCE DEPARTMENT

MOTION: Article ____: VOTED: That the Town hereby amends the Town Manager Act as follows:

Insert after Section 28 the following:

SECTION 29. Finance Department. There shall be established, by the Board of Selectmen, a Finance Department as herein provided. The Town Manager shall appoint a suitably qualified person to the position of Finance Director. The Finance Director shall be eligible to also hold the position of Comptroller, Treasurer and Collector, Deputy Town Manager or Assistant Town Manager. The Finance Director shall be sworn to the faithful performance of her/his duties by the Town Clerk or by a Justice of the Peace. The Town Manager shall establish such divisions and subordinate offices within the Finance Department as s/he deems necessary and shall prescribe the powers, rights, duties and liabilities of the same.

Background – 2011 / 2012

- 2011 Annual Town Meeting approves Article 51, requesting Town Manager to research a consolidated town / school finance department.
- Department of Revenue conducts financial management review – January 2012, makes recommendations to consolidate town and school financial departments.
- Town Meeting votes to receive DOR report under Article 32 of 2012 Annual Town Meeting.

Article 51, Vote / Implementation of Consolidated Town-School Finance Department, was submitted by Alan Jones and 10 registered voters

Background – 2012

- Fall 2012 - Town Manager forms Coordinated Finance Stakeholders Group to stimulate internal discussion and identify areas of improvement.
- Group consists of representatives of Town finance departments and oversight boards.
- Group met 10 times to formulate recommendations.

Joseph A. Curro, Jr.
21 Millett St.



Occupation: Web Integration Architect, MA Medical Society/The New England Journal of Medicine

Qualifications: Member and past chair of Arlington School Committee (2008-present), Human Rights Commission (2006-8), Symmes Neighborhood Advisory Committee (2006-7); Long-Range Planning Committee (2010-present); Town Meeting Member (1999-2000, 2003-11); Legislative aide, Massachusetts Senate (1987- 1990); Legislative intern, U.S. Senator John Kerry (1986-7); Master of Arts, International Economics and Finance, Brandeis University (1993).

Question: In 2011, Town Meeting voted to have the "Town Manager research a consolidated Town-School Finance Department with input from the Board of Selectmen, School Committee, Superintendent, the Finance Committee and other appointed and elected officials with responsibilities related to financial management and report back to the 2012 Annual Town Meeting."

The Department of Revenue's (DOR) Division of Local Services (DLS) and the Massachusetts Department of Elementary and Secondary Education (DESE) were engaged to review Arlington's financial structure. The DLS completed their analysis and recently submitted a report, with their recommendations, to Town Officials for the upcoming 2012 Town Meeting. You can download the document here:
<http://www.arlingtonma.gov/public_documents/ArlingtonMA_TownMeet2012ATM/reports/DOR_FinanceConsolidation.pdf>

One of the recommended action items is to place an Article in the Town Warrant for Annual Town Meeting to vote to submit special legislation to amend the "Arlington Town Manager Act" and establish a consolidated town finance department. Please state your views on this proposed course of action.

Curro LWV Statement – 2012, Continued

I support efforts to reform and reorganize Arlington's financial management structures, implementing recent recommendations of the Department of Revenue in a manner that is consistent with our town's values. I have discussed this issue at School Committee meetings; testified before Town Meeting, the Finance Committee, and the Board of Selectmen; and actively consulted with officials in other communities, where such reforms have been successful.

Current arrangements, which vest the Town Manager with great responsibility but limited accountability or oversight of financial operations are untenable for a municipality of Arlington's size. Consolidation of disparate functions under a professional department makes sense. Before beginning any reorganization, we must develop a blueprint for orderly transition. The DOR report presents some examples from other communities of interim arrangements that leverage the experience and institutional knowledge of the treasurer and other municipal finance professionals during the ramp-up period. My research and experience convince me that consolidation of general government and school financial operations as a second step may be beneficial. A prerequisite for this is the building of trust across jurisdictional boundaries and unqualified respect for the autonomy of the School Committee in budgetary matters. I believe I am uniquely qualified to help facilitate this.

Background – 2013

- Town Manager submits Article 22, *Home Rule Legislation / Municipal Finance Department* to the 2013 Annual Town Meeting.
- Sweeping reform is not embraced by Finance Committee and Selectmen, who both recommend, “No Action”.

Selectmen Recommendation:

That no action be taken under Article 22 (4-1). Mr. Greeley voted in the negative.

Kevin Greeley
363 Mystic Street
Candidate For Re-Election

Occupation: Chair Board of Selectman; President Greeley
Communication



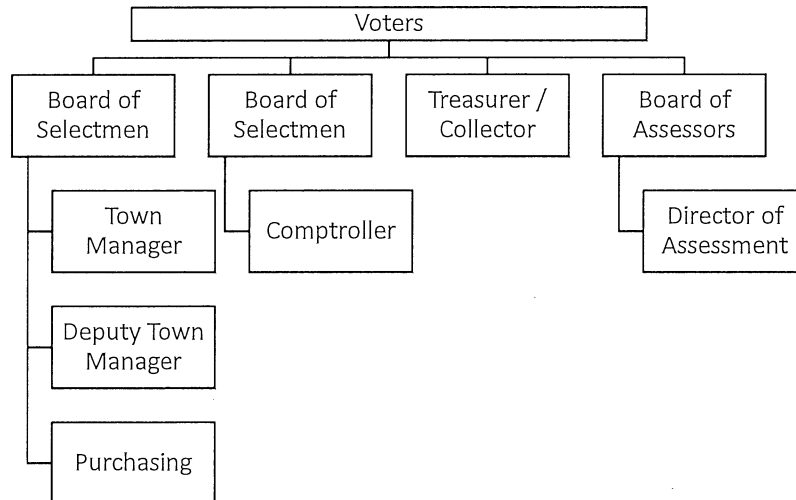
Qualifications: I believe after 24 years as Selectman (8 times as chairman) I am qualified and dedicated to continue to serve the people of Arlington. As Selectmen I have learned the importance of listening to all points of view. Arlington is an excellent town – we can make it better.

Question: *What would you like to see in the fiscal reorganization plan for the Town?*

I support the warrant article that will be before Town Meeting that recommends we put together a professional financial management department for Arlington. In MA of 65 communities with populations of more than 30,000 only 5 have not taken this step. We need to move our financial management into the 21st century.

Fiscal reorganization will bring professionalism, efficiency and consistency to all our financial matters. Professionalism will result in better hiring, staffing and operation of all functions. We'll be more efficient with better coordination of efforts and less duplication. For example, we should combine the Treasurer's separate Web Site with the Town's main Web Site. We'll have consistency of all information as reported by the Town Manager to the Board of Selectmen, Finance Committee, School Committee, Town Meeting and the citizens' of Arlington. We decided on a Town Manager form of government more than 50 years ago – he is our CEO. Fiscal reorganization is necessary to allow him to have control of all matters related to budgeting and spending. This year we should support this article at Town Meeting – next year we should discuss how to further our fiscal reorganization with our School Department.

2013 Organization Structure

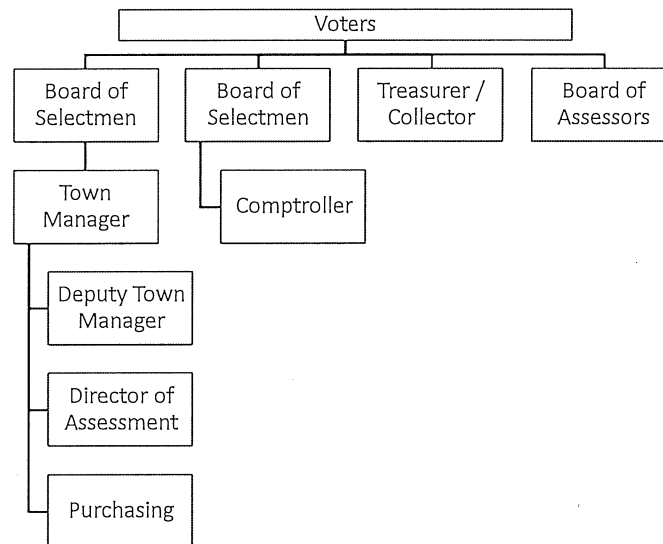


Background – 2015

- Article 15, *Home Rule / Board of Assessor Change*, is presented to the 2015 Annual Town Meeting.
- Proposal would move the hiring and supervision of the Director of Assessment from the Board of Assessors to the Town Manager.
- Proposal passes Town Meeting Yes 116, No 76.

Article 15, *Home Rule / Board of Assessor Change*, was submitted by Christopher Loreti and 10 registered voters

2015 to Current Legal Org Structure



Background – 2017

- March 2017, Both candidates for re-election to Board of Selectmen support a consolidated finance department.
- April 2017, Dean Carman elected Treasurer / Collector on platform of professionalizing the Treasurer's Office, receiving 98.55% of vote.
- January 2018, Article 19, *Vote / Appointment of Town Treasurer* is placed on warrant by Selectmen.
- Article 19 passes Town Meeting: Yes 154, No 57.
- Ballot question before the voters on April 7, 2018.

Daniel J. Dunn
Candidate for Re-Election

Occupation: Software Startup



Qualifications: I'm running for re-election because I can continue to help the town navigate the challenges that we face. I'm proud of the work that we've done and the choices we've made, but there are always new challenges. I enjoy the job and feel passion to attack the role every day.

Question: Do you support creating a combined town/school finance department with an appointed treasurer?

I support this proposal. We can make our finance teams more efficient if we put them on the same technology platform, aligned under single leader. The important thing to remember is the difference between the town's policy-making roles and professional roles. The Board of Selectmen and School Committee are policy-making bodies with part-time members. The policy-making bodies make decisions about how to allocate scarce resources and how the schools and municipal departments should operate. They are answerable to the voters. Once the policies are set, we should rely on full-time professionals to use their expertise in implementation. There was a time where it made sense for the different policy-making bodies to have separate professional groups working for them. With the improvements in technology, and the pressure to reduce costs of delivering services, we should merge these groups so we can stretch tax dollars further. It will free the policy-making boards to focus more on the important issues. Many towns in the commonwealth have reached this conclusion. The retirement of our current treasurer makes this the perfect time to make this change in our governance structure.



Diane M. Mahon: 23 Howard Street
Candidate for Re-Election

Occupation: Professional Court Reporter, Notary Public and Selectman

Qualifications: My job as a Professional Court Reporter has given me great insight and knowledge regarding our Mass. State and Federal Laws and their possible implications to our town. I've been a Selectman since first elected in 1999, serving as Chairman when elected by my colleagues.

Question: Do you support creating a combined town/school finance department with an appointed treasurer?

I support the consolidation of Town and school financial management operations with an appointed Town Treasurer as was recommended by the Massachusetts Department of Revenue in the Department's analysis of 2012. [Please see "Town of Arlington, Town and School Finance Analysis."]

At present, there is no one individual or committee with the authority to co-ordinate the Town's finances. The Town manager has provided informal direction to the various individuals and committees tasked with managing the Town's finances but as the report notes, "co-operation is voluntary and none of these officials can be held ...accountable by the manager."

The Town's financial management structure needs to be re-organized so that the various finance decision making centers are accountable to the town Manager through an appointed Treasurer.

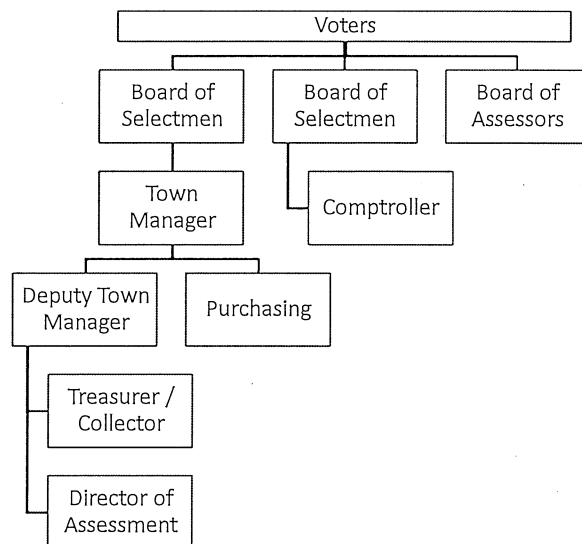
Once the Town has achieved this re-organization, steps should be taken to begin the process of consolidating municipal and school finances.

Arlington led the way statewide in 1952 with the approval of the "Town Manager Act," which established a strong, professional Town Manager position. We now have the opportunity to expand upon that earlier action to bring the Town's Financial Management into the 21st Century.

Background - 2017

- April 2017 - Deputy Town Manager and Treasurer / Collector enter into MOU that gives the Deputy Town Manager “dotted line” authority over the Treasurer’s office and makes the Deputy Treasurer the day to day department head.
- April 2017 – agreement to reorganize certain personnel in Treasury & Tax Collection Office supported by respective unions.
- May 2017 - Office of Treasury & Tax Collection begins to work as a member of a Consolidated Finance Department under the direction of Deputy Town Manager.

April 2017 “Effective” Org Structure



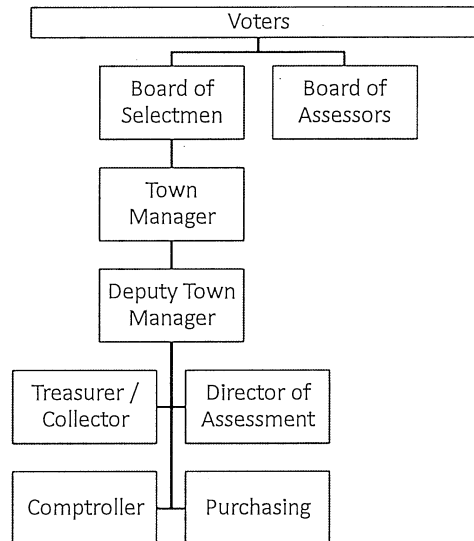
Improvements are Happening

- Monthly Finance Department meetings with Deputy Town Manager, Deputy Treasurer / Collector, Comptroller, and Director of Assessment.
- Improved daily communication between departments, leading to higher quality work product.
- Improved coordination on MUNIS and Invoice Cloud roll-out (real estate tax, excise, paperless billing, etc.) between IT, Treasury and Town Manager's office.
- Significantly improved process for bond issuance and maintaining AAA rating with S&P.

Consolidation Goals and Objectives

- Elimination of "silo" effect.
- Improved efficiency and productivity in day to day operations.
- Improved reporting process to internal and external stakeholders.
- Culture of information sharing and cross training.
- Career paths for town staff.
- Higher quality work product.
- Enhanced accountability.

Consolidate Finance Structure



Consolidation Goals and Objectives

- Streamline of "city" and "town" services
- Improve efficiency and productivity in day to day operations
- Intentionally left blank
- Streamline existing process to internal and external stakeholders
- Culture of information sharing and cross training
- Create paths for town staff
- Higher quality work product
- Enhanced accountability

ARTICLE ____ HOME RULE/COMPTROLLER

To see if the Town will vote to implement the recommendations of the 2012 Massachusetts Department of Revenue "Town and School Finance Analysis" report to make the Comptroller an appointment of the Town Manager; or take any action related thereto. (Inserted at the request of the Town Treasurer)

MOTION: VOTED: That the Town does hereby request and authorize the Board of Selectmen to file Home Rule Legislation to provide substantially as follows:

"AN ACT AMENDING THE TOWN MANAGER ACT OF ARLINGTON RELATIVE TO THE APPOINTMENT AND MANAGEMENT OF THE TOWN COMPTROLLER"

Section 1. Chapter 503 of the Acts of 1952 (The Town Manager Act of Arlington) as subsequently amended, is hereby amended as follows:

First, by amending Section "4" Appointive Powers of Selectmen so as to strike the words and punctuation the "the town accountant," so as to read as follows (strike through text indicating words and punctuation to be deleted):

"Section 4. Appointive Powers of Selectmen

The selectmen shall appoint and may remove ~~the town accountant~~ election officers, the boards of appeal and the registrars of voters, except the Town Clerk as a registrar.

Second, by amending Section 15(a) to strike the words and punctuation "Comptroller and Coordinator of Data Processing," so as to read as follows:

"Section 15. Powers and Duties of Manager.

In addition to the specific powers and duties provided in this act the Town Manager shall have the general powers and duties enumerated in this section:

- (a) *The Town Manager shall supervise and direct the administration of all departments, commissions, boards and offices, except the Board of Selectmen, the School Committee, Moderator, Town Clerk, Town Treasurer and Collector, ~~Comptroller and Coordinator of Data Processing~~, Board of Assessors, Registrars of Voters, Election Officers, Boards of Appeal, the Finance Committee, the Capital Budget Committee and the Personnel Review and Appeals Board."*

Third, by amending Section 15(c) as follows to insert two new paragraphs so as to read as follows (underscored text indicating new language):

- (c) *Subject to the provisions of chapter thirty-one of the General Laws where applicable, and except as otherwise provided by this act, the Town Manager shall appoint upon merit and fitness alone, and may transfer and remove all officers*

and employees of the town, including maintenance employees of the school department and school custodians, but excluding other employees of the school department. Town officers and full-time employees not subject to said chapter thirty-one shall not be removed by him except on ten working days' notice in writing to said officer or employee, setting forth the cause of such removal.

The town manager shall also appoint upon merit and fitness alone, the Town's Comptroller (also vested with the authorities of a "Town Accountant") subject to the approval of the Selectmen. Appointment of the Comptroller shall become effective upon the approval of the Selectmen. If the Selectmen fail to act however, appointment shall become effective on the thirtieth day following the day on which notice of the proposed appointment is filed with the Selectmen. For the purposes of this section, notice of appointment shall be considered filed with said board of committee when such notice is filed at an open meeting of the Selectmen.

The Comptroller may be removed by the town manager subject to the approval of the Selectmen. Removal of the Comptroller shall become effective upon approval of the Selectmen. If the selectmen shall fail to act, removals made by the town manager shall become effective on the fifteenth day following the day on which notice of the proposed removal is filed with the board of selectmen. For the purposes of this section, notice of removal shall be considered filed with the Selectmen when such notice is filed at an open meeting of the Selectmen.

Section 2. This Act shall take effect upon its passage."

Why Change the Comptroller?

- Become part of the consolidated finance team
- Day to day accountability to a supervisor.
- Improved career opportunity and ability to take on more responsibility.
- More attractive position in an environment that is lacking in finance talent.
- Ability to develop internal talent.

Breaking Down the Removal Provision

- For notice to be considered "filed", the Town Manager must list it as an agenda item for the Selectmen's Meeting (48 hours in advance).
- Failure to post the agenda item would be an Open Meeting Law Violation, and make the action void.
- The Selectman may vote to reject the notice in the same meeting it is presented by the Town Manager.
- Whether the matter is discussed in open session or executive session, MGL requires that the Comptroller be allowed to attend the meeting and speak in her / his defense.

Art 8

VOTED: That Title I, Article 21 of the Town Bylaws be and hereby is amended; to include and insert new items "g," "h," and "I" therein as follows, so as to read:

ARTICLE 21
MUNICIPAL CHARGES LIENS

In accordance with Chapter 40, Section 58, of the General Laws, Municipal Charges Liens may be placed on real property located within the Town of Arlington related to the following Town charges:

- a) *parking-violation charges*
- b) *motor-vehicle excise taxes*
- c) *rental charges for town or school property and facilities*
- d) *public-safety details*
- e) *license, permit, and inspection fees*
- f) *charges assessed for snow and ice removal under Title III, Article 1, Sections 24, 25, and 26 of these Bylaws*

g) *charges assessed for enforcement of Junk Car remediation under Title V, Article 2, Section 2 of these Bylaws;*

h) *charges assessed for enforcement of retail food stores, common victuallers, and food vendors remediation under Title V, Article 6, Section 4 of these Bylaws;*

i) *charges assessed for enforcement Noise Abatement under Title V, Article 5, Section 12 of these Bylaws;*

upon non-payment of any such charge by its due date and upon request to the Town Treasurer by the municipal board or officer empowered to issue the license, permit, or certificate or to render the service or to perform the work for which the charge is assessed.

Robbins Library / Fox Branch Library

Adult Services Department - Performance Indicators

	FY2015 Actual	FY2016 Actual	FY2017 Actual	FY2018 Estimated
Circulation of ALL materials (Adult/Teen/Children's)	686,036	694,149	666,966	670,000
eContent Circulation (Adult)	49,760	62,879	64,631	65,000
Interlibrary loans processed	141,725	145,677	143,729	140,000
Adult programs	106	140	148	155
Adult program attendance	2,116	2,290	2,949	3,500
Visits to Robbins Library	300,291	296,367	286,667	300,000
Blog posts published	123	127	168	180
Blog post views	15,304	19,584	28,517	30,000

Range of programming for adults planned, facilitated, or supported by Adult Services Librarians:

Drop-in Tech Help – monthly, for any adult in need of technology assistance (organizer: rotation of all Adult Services Librarians)

Arlington Author Salon – quarterly author readings, funded by **Arlington Cultural Council** grant (emceed by Director of Libraries and promoted by Adult Services Librarians)

NaNoWriMo – November kick-off/wrap-up programs for local writers participating in National Novel Writing Month (organizer: Jenny Arch, Adult Services Librarian)

Arlington Reads Together – annual community read series of programs in March (organized by Maura Deedy, Assistant Director; select discussions and programs supported by Adult Services Librarians)

Social Media Classes – intermittent, for adults interested in learning about facebook, Instagram, and other social media (organizers: Rob Lorino and Jenny Arch, Adult Services Librarians)

Not-So-Young Adult Book Discussion Group – for all adults who enjoy reading YA literature (organizer: Linda Dyndiuk, Head of Adult Services)

QBG – Queer Book Group for LGBTQ+ community (organizer: Rob Lorino, Adult Services Librarian)

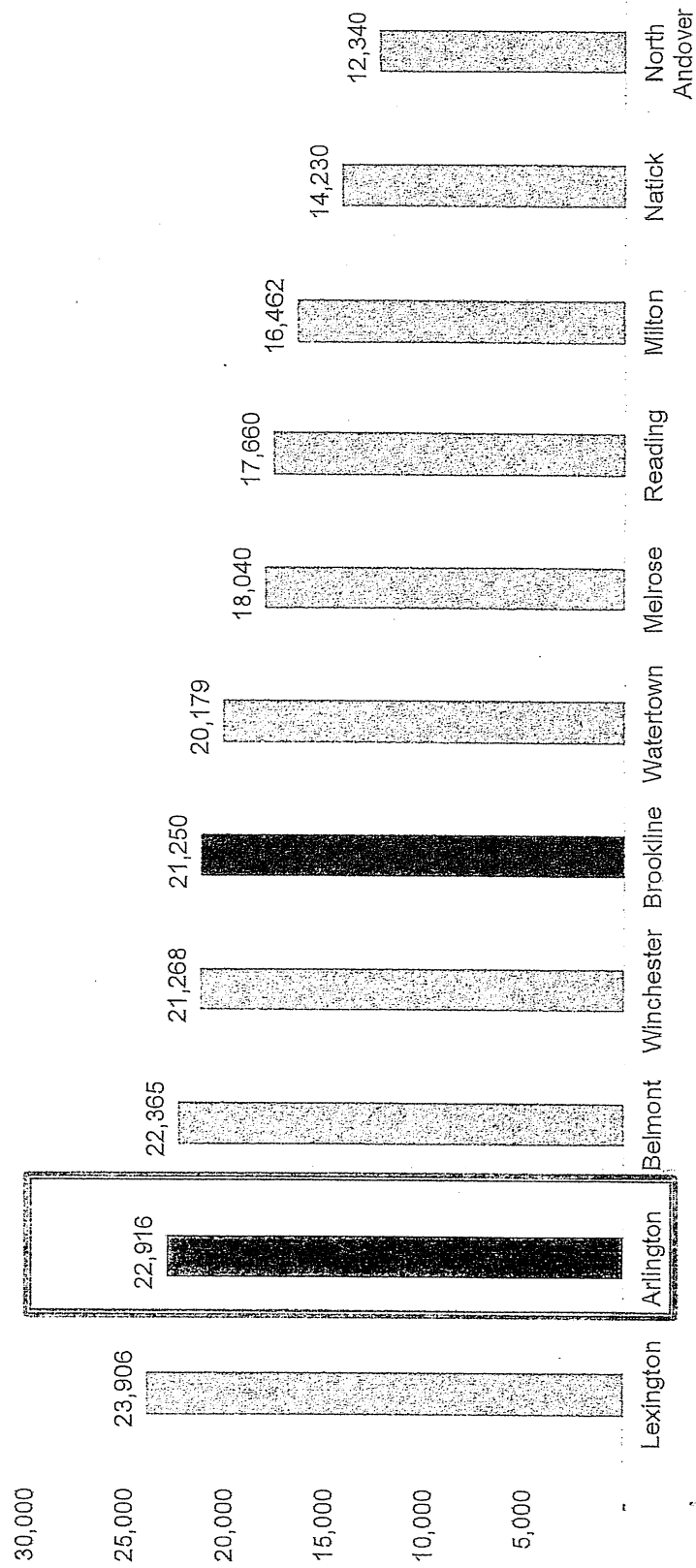
Reel Queer – bi-monthly film series (organizer: Rob Lorino, Adult Services Librarian): **Co-sponsor: Council on Aging.**

Cookbook Club – bi-monthly potluck and cookbook discussion group (organizer: Linda Dyndiuk, Head of Adult Services)

Eclipse Program in Robbins Town Gardens – one-time all ages event (organized by Maura Deedy, Assistant Director and promoted by Adult Services Librarians)

... But our total circulation (per FTE) exceeds all of our peers' except one.

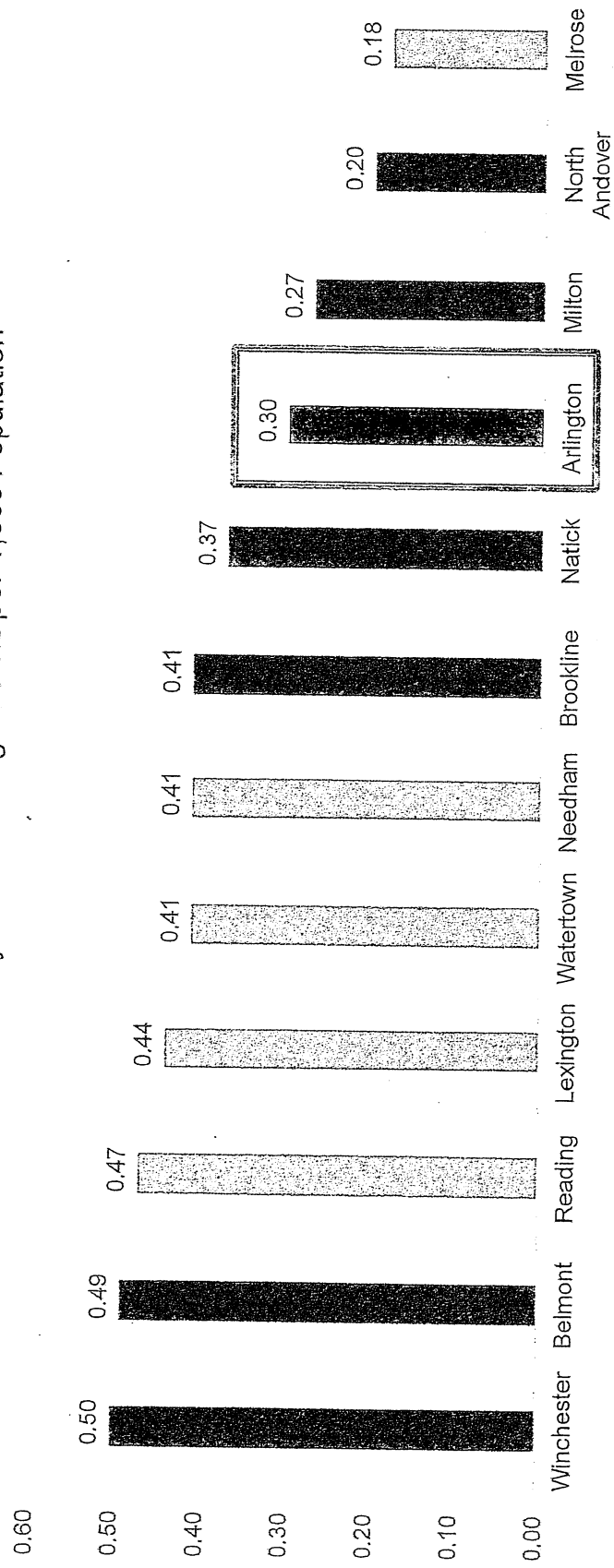
**Total Circulation (per FTE) Comparison of Arlington Robbins vs Peer Libraries,
2016**



Source: Massachusetts Board of Library Commissioners. <https://mbic.state.ma.us/>, Main branch count only.

Currently, our professional staffing level trails that of comparable libraries

Staffing Comparison - Arlington vs Peer Communities, 2016
Masters in Library Sciences Degree FTE per 1,000 Population



Source: Massachusetts Board of Library Commissioners. <https://mblic.state.ma.us/>, Main branch count only.